



**TOWN COUNCIL WORK SESSION**  
**TOWN HALL COUNCIL CHAMBERS**  
**MONDAY, NOVEMBER 28, 2022 AT 6:00 PM**

**Join Via Zoom:**

<https://us02web.zoom.us/j/85781906248?pwd=ehzyutjtcjfpuktkuwwzr2tss2tadz09>

**AGENDA**

**CALL TO ORDER**

**DISCUSSION ITEMS**

- [1.](#) PD Staffing Study (*Chief Hudgins*)
- [2.](#) Rezoning of Parcel ID # 20502322 (*Travis Morgan*)
- [3.](#) Fire Department Funding (*Chief Gerin*) - *maximum dollar amount accepted by Council.*
- [4.](#) Resolution to condemn property (*Town Council*)

**CLOSED SESSION**

5. Closed Session pursuant to NCGS 143-318.11 (6) - *a personnel matter*
6. Closed Session pursuant to NCGS 143-318-11 (6) - *a personnel matter*

**ADJOURN**

If you require any type of reasonable accommodation as a result of physical, sensory, or mental disability in order to participate in this meeting, please contact Lisa Snyder, Clerk of Council, at 704-889-2291 or [lsnyder@pinevillenc.gov](mailto:lsnyder@pinevillenc.gov). Three days' notice is required.

# Pineville Police Department



## Memo

**To:** Lisa Snyder, Town Clerk

**From:** Michael Hudgins, Chief of Police

**Date:** November 21, 2022

**Subject:** Agenda Item for Town Council Work Session, November 2022

The North Carolina Association of Chiefs of Police (NCACP) assessed the workload of the Pineville Police Department focused on the 5-year period from January 1, 2018, through June 30, 2022. The purpose of this workload analysis was to determine, based on established formulas, the need for the department to adjust its staffing numbers and recommend possible staffing changes based on the results.

This report details the methodology of the analysis using a recognized North Carolina Justice Academy model. It will show actual data as reported by the department along with the formulas used to calculate the information in the prioritized areas. This data includes an area with the Town of Pineville's extra territorial jurisdiction soon to be serviced by the police department.

The four areas requested to be analyzed by the department are:

- Patrol Operations,
- Criminal Investigative Operations,
- Emergency Communications Operations, and
- Administrative Support Operations.

Utilizing three recognized assessment formulas from the North Carolina Justice Academy (NCJA), the National Emergency Number Association (NENA), and the International Association of Chiefs of Police (IACP), assessors used data provided by the department along with onsite staff interviews to build this report. All workload analysis models are well-vetted and regularly used within the law enforcement profession in determining adequate staffing.

Special attention in this assessment was given to maintaining a standard of service delivery expected by town leaders and residents. The results of this report indicate staffing levels for the Pineville Police Department should be:

- Patrol Operations: 56 Officers
- Criminal Investigative Operations: 8 Detectives
- Emergency Communications Operations: 16 Telecommunicators
- Administrative Support Operations: 1 or 2 personnel

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The NCACP submits this report in detail to inform department and town leaders with respect to recommended staffing levels for the areas assessed. Assessors hope this report can be used as a road map in the future allocation and distribution of agency personnel and budget planning.



North Carolina Association of Chiefs of Police

Law enforcement excellence for tomorrow . . . today.

# Pineville Police Department

Workload Analysis 2018-2022 YTD

August 2022





## Executive Summary

The North Carolina Association of Chiefs of Police (NCACP) assessed the workload of the Pineville Police Department focused on the 5-year period from January 1, 2018, through June 30, 2022. The purpose of this workload analysis was to determine, based on established formulas, the need for the department to adjust its staffing numbers and recommend possible staffing changes based on the results.

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## Assessors

*Blair Myhand*

Chief of Police, Hendersonville Police Department

North Carolina Association of Chiefs of Police, Second Vice President



Blair Myhand is a 28-year law enforcement veteran and Police Chief. His career extends across every municipal police department function. He holds a Bachelor of Science degree in Criminal Justice Administration from Waldorf College and a Master of Public Administration from Villanova University. Blair is also a graduate of the FBI National Academy and the UNC School of Government Municipal City/County Administration Course.

Chief Myhand serves on the executive boards for the North Carolina Association of Chiefs of Police and the North Carolina FBI National Academy Associates. He is the President and founder of LEO Consulting LLC, providing management consultation respective to legal (L), executive (E), and organizational (O) matters to law enforcement agencies at their request.



## Introduction

The North Carolina Association of Chiefs of Police (NCACP) is a non-profit organization whose members are Chiefs of Police and law enforcement leaders across North Carolina. The NCACP prides itself in promoting professionalism in law enforcement for tomorrow, today.

The NCACP was formed in 1976 as a separate organization in North Carolina for Police Chiefs only. From the initial conference in 1977, the NCACP has grown into a professional organization focused on improving the law enforcement profession. Today, its members inform policy and law throughout North Carolina. Its leaders are experts in their respective interests to include community policing, operations, strategic planning, special events, and much more.

Expanding on the importance of enhancing law enforcement professionalism, the NCACP offers a highly qualified group of Police Chiefs who review, evaluate, and audit other law enforcement agencies upon request. The NCACP brings decades of executive law enforcement experience to the table. From small and large municipal agencies to the largest state law enforcement agency, our members are diverse, experienced, and highly qualified to review, evaluate, and audit how law enforcement agencies should operate according to modern 21<sup>st</sup> century policing standards.

Our assessors, all current and retired Chiefs of Police, bring exceptional knowledge, skills, and abilities when reviewing, evaluating, and auditing another department. The NCACP identifies agency strengths and weaknesses when offering recommendations that reflect specific agency and community needs. NCACP assessments are tailored to the specific study scope in the request for proposal.

Lastly, the credibility that the NCACP name carries is unmatched. There are few better suited to perform a review, evaluation, and audit the workload of the Pineville Police Department than the NCACP. The assessors assigned to this project are varied in perspective, experience, and knowledge. As part of the NCACP, our assessors will continue to promote professionalism in law enforcement and in the Pineville Police Department.

In February 2022, Chief Michael Hudgins requested a meeting to discuss the possibility of the North Carolina Association of Chiefs of Police (NCACP) conducting a Workload Analysis of the Pineville Police Department (PPD). After representatives of the NCACP met with Chief Hudgins, an agreement was made to



conduct the analysis. The purpose of the study was to assess calls for service, officer-initiated activities, community policing activities, criminal caseload, and other ancillary duties assigned to the department.

The NCACP would like to thank the Chief of Police and staff for their cooperation and support during this assessment. Requests for information and documentation were handled without delay and all those interviewed were candid and open in their responses.



## **Methodology**

Studies of an agency's workload is the most widely recognized and accurate method of analyzing current staffing needs and anticipating future needs. The calculations involve the total amount of police activity as reported by the department, the estimated time required to effectively handle a call for service, and general workload using an availability factor to determine need. Because actual time requirements are difficult to accurately determine, this analysis makes educated assumptions of the average time necessary to address a call for service from 911 call to case closure.

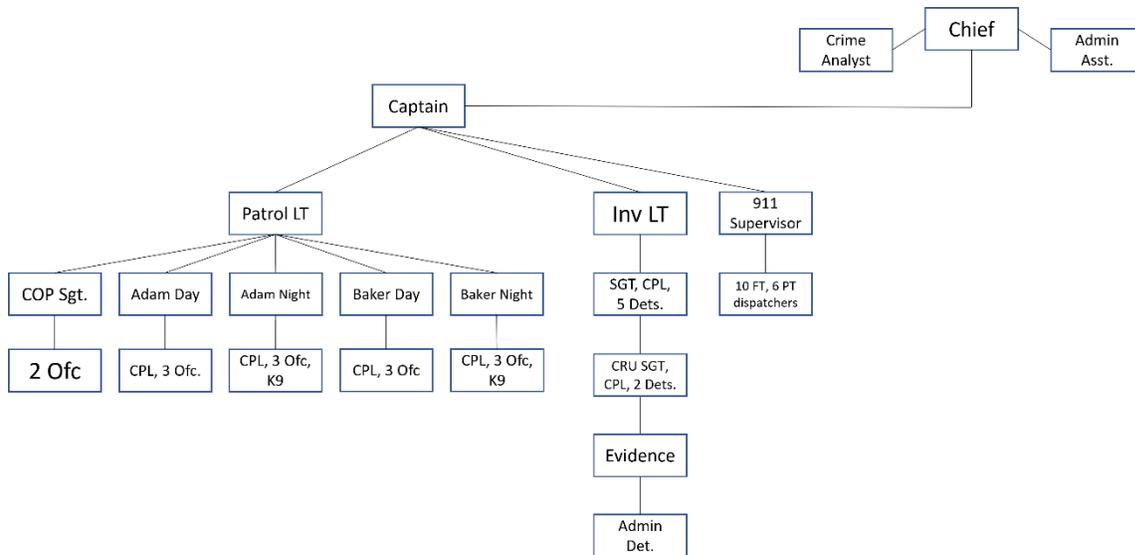
This research shows the recommended personnel needs of the respective functions within the agency and provides supportive information for the allocation of additional staff positions. The adage of using a percentage of overall staff when determining support needs within the agency are not effective and were not used in this report. Instead, this analysis used data specific to the department and measured against evidence-based formulas that have shown an accurate depiction of staffing levels.

In the end, town leaders must determine the reliability of future planning to ensure adequate staffing exists to maintain service delivery without overburdening taxpayers and town resources.



## General Organizational Structure

The Pineville Police Department is broken down into four divisions, Administration (to include the Office of the Chief of Police), Patrol, Investigations, and Communications. The organization chart below is a visual depiction of the structure of the organization.

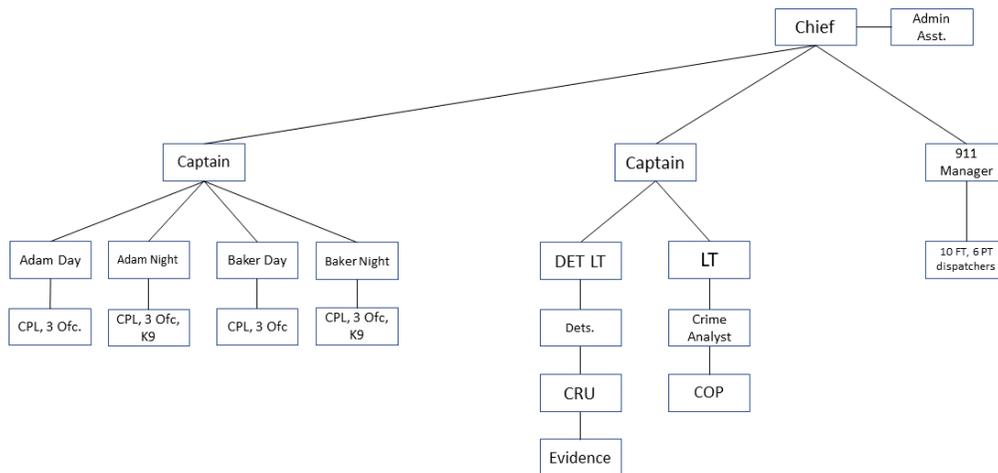


Typically, a municipal law enforcement organization the size of the Pineville Police Department might have Captains commanding the support and operational divisions and generally a civilian managing the communications function. The purpose for this is to have an appropriate level of leadership maintaining a functional span of control over personnel and evenly share the workload among the divisions. Moreover, a more traditional “pyramid” structure, which the Pineville Police Department does not share, helps ensure that more subordinate positions exist as compared to their direct superior position.

For example, there should be more Officers than Corporals. At least, if not more, Corporals than Sergeant, and so on up the chain of command to the position of Chief of Police. One always wants more people eligible for the next higher position than less. Not following this model creates the opportunity that there are not enough people eligible if a promotion is necessary. The prevailing theory is that with fewer positions available towards the top, the better qualified are the persons who elevate through the organization. This gives the Town Manager the best chance of promoting within the department to Chief of Police.



While reorganization is outside the scope of this report, the NCACP is available to assist the Pineville Police Department in conducting a study and recommending any recommended restructure of the agency and its functions. Such a structure might look like the following organizational chart.



Again, one of the most important decisions is how to accomplish assigned tasks having the resources one needs while being fiscally responsible. Rare is the instance where a department has exactly the right number of personnel assigned. There is always a risk that a department has too many personnel for the work or not enough. The importance of conducting regular workload analyses cannot be overstated. The Commission for Accreditation for Law Enforcement Agencies (CALEA), Chapter 21, recommends a workload analysis be conducted for the various divisions/functions of an agency every accreditation cycle; three to four years.

The wording specifically recommends that in accordance with the Multi-Year Strategic Plan, each Division Commander conducts a workload assessment once in every accreditation cycle, or more frequently, if deemed necessary by the Chief of Police. The assessment will be used to allocate personnel to and distribute them throughout the department. Personnel allocated to each organizational component will be distributed in a manner consistent with workload demands and/or assessments. These distributions will consider the time and location factors necessary to complete specific tasks and will encourage the equalization of



individual workloads. The workload assessment results may be used during the budget preparation cycle to request additional positions, reallocate positions, reclassify positions, or any other related recommendations.

The methodology of assessing the workload of agency components may be very different depending on job function. However, all assessments should encourage the equalization of individual workloads within different organizational components and should minimally include:

- Number of tasks or incidents;
- Complexity of tasks;
- Expected leave usage;
- Expected training hours;
- Location of duty assignment; *and*
- Time required for task completion.

The NCACP strives to accomplish these tasks with this report.



## Office of the Chief of Police

### *General*

The Office of the Chief of Police consists of Chief Hudgins, a senior administrative assistant, and a crime analyst. One might consider the department's only Captain to fall under this office.

While the number of people within this office are few, the functions for which they are responsible for are many. This highlights the difference between structure and functions. Generally, units with fewer people have greater areas of responsibility, or functions. For example, the Patrol Division almost always has the most people assigned to it, but while their calls are varied, their functions are few. Respond to and investigate crimes, apprehend criminals, assist the prosecutor, etc.

Where administrative personnel are responsible for all employee matters, budget, procurement, training, recruiting, and the list goes on. As is the case with Pineville Police, these functions report directly to the Chief of Police. Chief Hudgins is ultimately responsible for hiring all department employees, the discipline for all employees, and the internal investigative process involving complaints of employee misconduct. He is also responsible for the entire budget and procurement process for the department.

In departments like the Pineville Police Department, an Administrative Captain manages the budget and procurement functions and the internal affairs process. The Senior Administrative Assistant generally manages the calendar for the Chief of Police, maintains an official file for the department's documents, and manages the confidentiality of employee personnel files. The Chief of Police is a policy and decision maker for the department as well as being part of the Town's leadership team. He or She is the face of the organization and instrumental in setting the tone for the department's approach to public safety.

The NCACP recommends the Chief of Police, while responsible for every function of the department, is not specifically assigned to any one function. The NCACP finds that Chiefs of Police are more effective when they remain at a high level and have clearer vision of the entire agency rather than the details of any function or area. Basically, the Chief of Police needs to be flexible and adaptive to emerging trends within the profession and those specific to the department and town.



## Patrol Officer Staffing Model

### *General*

The Patrol Division is commanded by a Lieutenant. It is further broken down into five teams. Four are patrol teams working 24-hours daily, seven days per week. The teams are led by a Sergeant with an assistant team leader and officers below that. The Community Policing Unit makes up the fifth team within the division. It is led by a Sergeant with officers supporting the team.

As referenced earlier in this report, the NCACP recommends a division, especially one as large and critical to police operations, be led by a Captain. The Patrol Division needs leaders with the experience and authority to make major decisions in the absence of the Chief of Police. Often, a Lieutenant may not yet possess these traits as a Captain might. What tends to happen is the Chief of Police is frequently burdened with making “street-level” decisions taking away from the command level functions of his/her position.

The danger of utilizing this approach is that staff development is missing a critical step in leadership growth. There is a significant gap between a Lieutenant’s responsibilities and those of the Chief of Police. Having a Captain lead a Patrol Division provides for a higher level of decision-making during critical incidents and a more robust step in the leader’s development and preparation for becoming qualified to fill the position of Chief of Police.

### *Workload Analysis*

The IACP<sup>1</sup> and the NCJA have developed methods for determining Patrol Officer manpower needs using actual and estimated incident criteria specific to the community. <sup>2</sup>While the IACP model is considered the more accurate and reliable determining method, it does not account for community policing time. It also does not include administrators, supervisors, or specialists such as detectives. For the purposes of this report, the NCACP used a combination of the IACP and NCJA models to provide the most comprehensive data analysis relative to the Pineville Police Department.

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<sup>1</sup> IACP workload analysis

<sup>2</sup> UNC Chapel Hill Department of Public Safety Police Patrol Staffing Allocation Analysis



## IACP Method

**Step 1:** The weight of a call is determined by the estimated time it takes to handle the call from dispatch to clearing. This model assumes the average time spent on a call for service is 45 minutes. Therefore, if the average homicide takes 300 minutes to handle the scene, the weighted value is 7. The weighted value is multiplied by the number of reported incidents to figure the Computed Value.

*Police Activity Weighting Factors for the Application of IACP Police Patrol Force Staffing Formula*

| <b>Activity</b>             | <b>Estimated Minutes</b> | <b>Weight Value</b> | <b>Reported Incidents</b> | <b>Computed Value</b> |
|-----------------------------|--------------------------|---------------------|---------------------------|-----------------------|
| Homicide                    | 300                      | 7                   | 4                         | 28                    |
| Kidnapping                  | 225                      | 4                   | 11                        | 44                    |
| Rape                        | 190                      | 5                   | 28                        | 140                   |
| Sexual Assault              | 195                      | 5                   | 15                        | 75                    |
| Robbery                     | 130                      | 4                   | 93                        | 372                   |
| Agg Assault                 | 129                      | 3                   | 171                       | 513                   |
| Arson                       | 170                      | 4                   | 11                        | 44                    |
| Burglary/B&E                | 104                      | 3                   | 365                       | 1095                  |
| Larceny                     | 57                       | 2                   | 4,134                     | 8,268                 |
| Vehicle Theft               | 55                       | 2                   | 290                       | 580                   |
| Simple Assault              | 72                       | 2                   | 845                       | 1690                  |
| Forgery                     | 65                       | 2                   | 167                       | 334                   |
| Fraud                       | 66                       | 2                   | 1,055                     | 2,110                 |
| Embezzlement                | 101                      | 2                   | 94                        | 188                   |
| Receiving Stolen Property   | 88                       | 2                   | 143                       | 286                   |
| Vandalism                   | 30                       | 1                   | 911                       | 911                   |
| Weapons Offense             | 79                       | 2                   | 208                       | 416                   |
| Prostitution                | 69                       | 2                   | 2                         | 4                     |
| Narcotics                   | 110                      | 3                   | 849                       | 2547                  |
| Gambling                    | 100                      | 2                   | 5                         | 10                    |
| DWI                         | 140                      | 3                   | 375                       | 1125                  |
| ABC Violation               | 52                       | 2                   | 38                        | 76                    |
| Disorderly Conduct          | 45                       | 1                   | 89                        | 89                    |
| Family Offense (nonviolent) | 100                      | 3                   | 21                        | 63                    |
| Trespass                    | 30                       | 2                   | 194                       | 388                   |
| All Other Offenses          | 45                       | 1                   | 6,225                     | 6,225                 |
|                             |                          | <b>Grand Totals</b> | <b>16,343</b>             | <b>27,621</b>         |



**Step 2:** Multiply the total computed value by .75 (45 minutes). It is generally accepted that the average time to handle a call for service is 45 minutes.

$$27,621 \times .75 = 20,715.75$$

**Step 3:** Multiply by three to add a "buffer factor" and time for preventative patrol. General experience has shown that approximately 1/3<sup>rd</sup> of an Officer's time is spent handling calls for service. Other requirements for vehicle maintenance, personal relief, meals, court, and supervision must also be considered.

$$20,715.75 \times 3 = 62,147.25$$

**Step 4:** Divide the product by 2,184 which is the number of hours necessary to staff one single-officer patrol unit for one year. (182 shifts x 12 hours = 2,184).

$$62,147.25 / 2,184 = 28.45$$

**Step 5:** Multiply the 28.45 "availability factor" which is the figure required to fill each patrol element by the weighting formula to determine the numbers of officers necessary to handle computed value calls for service.

$$28.45 \times 1.84 = \mathbf{52 \text{ Officers needed}}$$



## **NCJA Method**

### **Citizen-Generated Calls for Service (CFS)**

This is the calls received by the communications center only and does not involve Officer-initiated activity. For the purposes of this analysis, the industry standard of 30 minutes per call for service is being utilized. Calls for service include those originating in the Town of Pineville and in the respective ETJ portion of the town.

- Total number of calls for service = 51,391
- 51,391 CFS x 30 minutes = 1,514,730 minutes
- 1,514,730 minutes x 20% backup = 308,346 minutes
- 1,514,730 + 308,346 = 1,823,076 minutes

### **Officer-Initiated Activities Time (OIA)**

This proactive time includes traffic stops, field contacts, directing traffic, assisting citizens, etc. It also contains a critical component of patrolling neighborhoods and businesses where officers are best able to prevent crime and apprehend criminals. The time indicated was pulled from computer aided dispatch (CAD) data within the department's records. A conservative estimate of 10% backup time is applied to this formula to account for times when more than one Officer is involved. It includes Town of Pineville and some of the ETJ.

**Note:** *the ETJ officer-initiated records are only recorded January 2018 through October 2021.*

- 49,122 OIA x 45 minutes average = 2,210,490 minutes
- 2,210,490 x 10% backup time = 221,049 minutes
- 2,210,490 + 221,049 = 2,431,539 minutes

### **Community-Oriented Policing Time**

The department places a great emphasis on community policing. Officers are expected to meet with residents and business owners to solve problems and provide agency support. The estimated time per community policing activity is 60 minutes for this analysis.



- 150 COP programs x 60 minutes = 9,000 minutes
- 1,200 liaison contacts x 30 minutes = 36,000 minutes
- 9,000 minutes + 36,000 minutes = 45,000 minutes

## Total Administrative Time

This category is used to account for report writing, vehicle and equipment inspections, court time, etc. It is acceptable to consider administrative time to equal calls for service time (NCJA)<sup>3</sup>. For this analysis, administrative time associated with patrol time is calculated at 50% and administrative time associated with community policing time is calculated equally.

- CFS administrative time = 1,823,076 minutes
- OIA administrative time = 1,215,769 minutes
- COP administrative time = 45,000 minutes
- 1,823,076 (CFS) + 1,215,769 (OIA) + 45,000 (COP) = 3,083,845 minutes

## Officer Availability

An employee can only work so many hours in a year. However, law enforcement is a 24-hour/7-days a week function for a municipality. This translates into 8,760 hours annually that must be staffed. Patrol officers are scheduled 2,184 hours annually or 42 hours weekly. The average time a patrol officer is unavailable for work is 350 hours annually. This includes vacation, sick leave, holidays, training hours, light duty, military leave, etc.

- 24-hour operations x 365 days = 8,760 hours
- 2,184 scheduled hours – 350 hours unavailable = 1,834 hours
- Hours scheduled / hours available = 4.7 (5 Officers) required

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<sup>3</sup> NCJA Staffing Model



## Patrol Workload Computation

### Total workload in minutes

- $1,823,076 \text{ (CFS)} + 2,431,539 \text{ (OIA)} + 45,000 \text{ (COP)} + 3,083,845 \text{ (admin)} = 7,383,460 \text{ minutes}$

### Workload conversion to hours

- $7,383,460 \text{ minutes} / 60 \text{ minutes} = 123,057 \text{ hours}$

### Position Requirements

- $123,057 \text{ hours} / 8,760 \text{ hours per year} = 14.05 \text{ Officers per 24-hour period}$

### Staffing Requirement

- $14 \text{ positions} \times 4 \text{ (officer availability factor)} = \mathbf{56 \text{ Officers Needed}}$



## Community Policing Activities

The Pineville Police Department has a robust and proactive Community Policing Unit. There are two Officers assigned to this unit and responsible for a slew of activities. The Officers can complete the tasks assigned to them, but only because they are focused and motivated.

One philosophy is to promote community policing as a department-wide function rather than assigning individual Officers to this function. Some believe that if community policing does not become part of the fabric of an organization, it will never bring about significant change to a department. There is some truth to this philosophy, but the reality is that without individuals spearheading a department's community policing efforts, true effectiveness will never be reached.

The department must determine the approach and allocate resources to it. The NCACP believes one can do both and doing so is most effective. Based on staff interviews, it seems the department employs a highly effective Community Policing Unit, but staff by-in is nonexistent. Staff complained that they were forced to attend at least one community policing event annually and they do so begrudgingly.

The NCACP recommends the department remove the mandate for attendance at community policing events and find other ways to encourage participation. Perhaps requirement for promotion or selection, or bonus points for annual evaluations and subsequent merit increases. In the end, the department should show staff the intrinsic value from community outreach efforts. Over time, more and more Officers will willingly participate and then a truly effective community policing philosophy is part of the agency's DNA.

With respect to the workload relative to the Community Policing Unit, below is a list of activities the unit does currently.

### Daily

- Post, comment, respond, and manage department social media accounts
- Post, comment, respond, and manage Ring Law Enforcement online account
- Monitor and conduct school traffic patrols (7:30am and 3:00pm)



## **Weekly**

- Meet with Sabal Point leaders to share concerns and problem-solving planning meetings
- Visit with students during lunch to foster positive police interactions and build relationships

## **Bi-weekly**

- Meet with Ascent leaders to share concerns and problem-solving planning meetings
- Meet with Oakbrook leaders to share concerns and problem-solving planning meetings
- Meet with Pineville Place/Meadow Creek leaders to share concerns and problem-solving planning meetings
- Meet with The Park at Caterina/Plum Creek leaders to share concerns and problem-solving planning meetings
- Meet with the Pines leaders to share concerns and problem-solving planning meetings
- Meet with Willow Ridge leaders to share concerns and problem-solving planning meetings

## **Monthly**

- ATV inspection
- Police Department building inspection
- Meet with Suburban Extended Stay leaders to share concerns and problem-solving planning meetings
- Assist with CIT training for all county agencies
- Empty, weigh, store, and manage the drug drop box in the PD lobby
- Host Mecklenburg County Behavioral Health HOP meetings
- Facilitate the town monthly safety meeting
- Attend the monthly Safe Kids meeting

## **Annually**

- Assist Patrol with short staffing
- Manage "authority to act" forms and program



- Clean, organize, and manage "C Team" storage
- Install car seats upon request
- Child Development Community Policing
- Coffee with a Cop x 4 on average
- Shop with a Cop
- Meet with Community Connection leaders to discuss concerns and problem-solving meetings
- Conduct CPTED surveys upon request
- Golf cart registrations
- Scan microchips for lost pets
- Conduct site visits at businesses upon request
- Police Department tours
- Facilitate Uniter to promote racial unity with African American Pastors and minority churches
- Building and managing the Volunteer in Policing program
- Other duties as assigned



## **Criminal Investigations Detective Staffing Model**

### *General*

The Criminal Investigations function for the agency is critical in conducting follow-up investigations and prosecuting criminals. This function in the Pineville Police Department is led again by a Lieutenant. There are five Detectives, all carrying a caseload, reporting directly to the Lieutenant. One Detective is assigned to the Drug Enforcement Administration (DEA) as a Taskforce Officer (TFO). Additionally, a Crime Response Unit (CRU) also assist the division with street level criminal investigations.

While the personnel assigned to CRU do not carry a caseload, they often conduct drug investigations and address emerging crime trends. Drug investigations typically require multiple officers to conduct safely. There is a general rule that no drug investigation is conducted with less than two sworn officers, preferably more. Currently, the Pineville Police Department has five open drug investigations. Additionally, the Crime Response Unit can more effectively address conspiracy cases, human trafficking investigations, gang activity, and organized retail theft. The investigations are complex and take considerable time to build a prosecutable case to the District Attorney. A unit like a Crime Response Unit can be highly effective in reducing crime within a municipality when managed appropriately.

Having a detective assigned as a TFO to a state or federal agency can be a significant benefit to the department. While the individual is frequently working outside the town, the ability of the agency to bring state or federal resources to bear within the town is greatly enhanced through this partnership. Moreover, the department is often the beneficiary of state and federal asset forfeiture dollars. These dollars allow police departments to purchase items used to further the investigation of drug and/or crime enforcement. These dollars, while not able to supplant municipal funding and budgeting, are tremendously helpful to municipalities.

The remaining detectives are primarily responsible for the follow-up investigation of crimes reported to Patrol Officers. The detectives assigned to the Investigations Unit are general crimes detectives. They carry the entire case load for the department and rotate among the group an "on-call" status where they respond to



applicable crimes at the request of Patrol Officers or in accordance with department policy.

Like many other specialized units, this unit conducts several other “non-traditional” functions within the organization. Detectives conduct background investigations for respective employees, conducting in-service training of sworn staff, preparing, and managing criminal case files, and investigating crimes against and those exploiting children. These functions, while needed, are a time drain on the detectives’ primary function of investigating crimes. Again, the Pineville Police Department is not alone in this area. This is a common occurrence in like agencies, including the assessor’s own agency.

### *Workload Analysis*

Where staffing models for Patrol Officers are data driven using formulas that include tasks performed and community demographics, the workload of criminal investigations is more difficult to accurately determine. To be accurate today, these analyses must include clearance rates and the likelihood of a case will be solved. Information including suspect identification, physical evidence collected, video evidence, and community involvement are relevant in determining workloads.

Most Criminal Investigation Units in agencies similar in size to Pineville Police Department most often assign detectives to general crimes rather than specialties. This means Detectives do not specialize in one specific area and are assigned to cases as they come. The downside to this model is that it often takes Detectives longer to investigate crimes than if they specialized in certain areas. Typical times detectives spend investigating cases<sup>4</sup> are listed below:

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<sup>4</sup> Allocation of Personnel: Investigations, William Prummel



### Person Crimes

|                       |                    |
|-----------------------|--------------------|
| • Armed Robbery       | 29.7 hours         |
| • Aggravated Assault  | 25.1 hours         |
| • Missing Persons     | 16.2 hours         |
| • Sexual Assault      | 15.6 hours         |
| • Child Abuse         | 3.8 hours          |
| • Child Pornography   | 8.9 hours          |
| • Death Investigation | 13.8 hours         |
| • Homicide            | 146.7 hours        |
| • Average             | <b>32.48 hours</b> |

### Property Crimes

|                         |                   |
|-------------------------|-------------------|
| • Breaking and Entering | 12.2 hours        |
| • Larceny               | 6.74 hours        |
| • Robbery               | 10.5 hours        |
| • Runaways              | 2.4 hours         |
| • Prescription Fraud    | 6.46 hours        |
| • Average               | <b>7.66 hours</b> |

### Economic Crimes

|                          |                    |
|--------------------------|--------------------|
| • Organized Retail Theft |                    |
| • Credit Card Fraud      | 17.58 hours        |
| • Forgery/Uttering       | 6.75 hours         |
| • Counterfeiting         | 14.35 hours        |
| • Identification Theft   | 1.83 hours         |
| • Average                | <b>10.13 hours</b> |

Research indicates that as technology develops so too does the time necessary to investigate crimes. Criminals are more sophisticated than previously and are constantly finding new ways to commit crimes. Law enforcement is almost always reactive to criminals when finding new ways to investigate criminals. With investigations taking longer to manage, the number of cases assigned to detectives, known as "case load," increases.



An industry standard is that law enforcement agencies carry 12-15 property crime cases monthly per detective with the optimal number being 13 per month. For major crimes, a detective should be assigned 6-8 cases monthly. Overall, for any investigative unit, the average caseload for the unit should be 10 cases per month per detective. Based on the current staffing of 5 Detectives, Pineville Police Detectives carry an average monthly caseload of 9.6 cases or 115 cases annually.

|   |              |
|---|--------------|
| <b>Total Cases Assigned to CID</b>  | <b>2,598</b> |
| 2018  | 717          |
| 2019  | 536          |
| 2020  | 450          |
| 2021  | 671          |
| 2022 (ending 6/30)  | 224          |
| <b>Avg Monthly Caseload per Detective</b><br>*total cases divided by 54 months, divided by 5 detectives<br>(current staffing) | <b>9.62</b>  |



## Workload Computation Sheet

|                                   |       |
|-----------------------------------|-------|
| Total hours available per year    | 2,080 |
| Average vacation used in hours    | 80    |
| Holiday time in hours             | 96    |
| Sick time in hours                | 40    |
| Training time in hours            | 270   |
| Court time in hours               | 120   |
| True available time per detective | 1,474 |

## Detective Workload Computation Sheet

*9.62 average monthly cases per Detective = 115.4 average annual cases*

|  |   |            |
|--|---|------------|
| A  | Est. # of cases assigned annually   | 115.4      |
| B  | Average time (in hours) per case  | 16.75      |
| C  | Multiply A x B for total hours worked   | 1,932.95   |
| D  | Establish the goal number of hours per day to allocate working assigned cases | 6          |
| E  | Divide D / C for percentage time investigating cases                          | 322.16     |
| F  | Divide E into 1.00 to determine multiplier                                    | .0031      |
| G  | Multiply value C x F  | 5.97 hours |
| Value G is the total number of detective hours |   |            |

## Staffing requirements for Detectives

|   |  |                                      |
|---|--|--------------------------------------|
| A   | Number of hours required per detective | 1,932.95                             |
| B   | Available hours per Detective annually | 1,474                                |
| C   | A / B = Manpower needed                | 1.31                                 |
| Value C is the required staffing of detectives, per detective, based upon the managerial allocations set forth in the worksheets. |  |                                      |
| D   | Multiply C x current staff allocation  | <b>6.55 or (7) Detectives needed</b> |

If the current caseload assignments for Criminal Investigations is to be maintained, the Pineville Police Department would need to increase the unit to seven investigating Detectives. A managerial decision is necessary to determine the level of responsiveness for available Detectives. That decision will influence staffing allocations for the investigative function.



## Adapting the IACP Method Formula to Determine CID Staffing Needs

**Step 1:** Multiply the anticipated hours available by .75 (6 of 8 hours available to investigate crimes). It is generally accepted that the most a detective can dedicate no more than  $\frac{3}{4}$  of a duty day or approximately 6 hours investigating cases.

$$1,474 \times .75 = 1,105.5$$

**Step 2:** Multiply by .25 to add a “buffer factor” and time for follow-up investigations. General experience has shown that approximately  $\frac{1}{4}$ <sup>th</sup> of and Detectives time is spent talking to victims, prosecutors, and other witnesses. Other requirements for vehicle maintenance, personal relief, meals, court, and supervision must also be considered.

$$1,105.5 \times .25 = 276.38$$

**Step 3:** Add the buffer factor sum to the available hours to account for the actual time spent investigating criminal cases.

$$1,105.5 + 276.38 = 1,381.88$$

**Step 4:** Divide the investigative hours available by the to scheduled hours per year (260 shifts x 8 hours = 2,080).

$$1,381.88 / 2,080 = .6643$$

**Step 5:** Multiply the 1.31 “availability factor” which is the figure required to fill each patrol element by the weighting formula to determine the numbers of officers necessary to handle computed value calls for service.

$$.6643 \times 1.31 = .870 \text{ (9) Detectives needed}$$



## Emergency Communications Staffing Models

### *General*

The Pineville Police Department Emergency Communications Center is a primary Public Safety Answering Point (PSAP). It receives and dispatches law enforcement calls for service for its own Officers but also for the Town of Mint Hill. Being a primary PSAP comes with some requirements. Specifically, a primary PSAP is required to have at least two telecommunicators, in the communications center, always. This is a minimum requirement and does not consider call volume.

While the nighttime population is relatively low for the town, its population increase sevenfold to tenfold during business hours. Such an influx of people in and through town during the day is a significant drain on resources and almost certainly responsible for an elevated level of calls for service as compared to a town of similar population size. And, even if staffed according to minimum staffing levels, additional personnel would be needed to cover days off for other staff. The following analysis will show a quantitative need for additional personnel to adequately staff the communications center.

### *Workload Analysis*

#### *PSAP Staffing Guidelines for Primary PSAPs (<140,000 service population)*

This guideline provides recommendations based on either known call volume or other criteria specific to the jurisdiction. While other methods will be presented in this report, this method is considered the most accurate in determining actual staffing levels by virtue of the sum effects of all the influencing parameters.

<sup>5</sup>The two models for analysis are:

1. *Call Volume* – staffing level recommendations based on Citizen-Generated calls (CGC) and Officer-Initiated activities (OIA)
2. *PSAP Compare* – staffing level recommendations based on PSAPs with similar characteristics

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<sup>5</sup> NENA PSAP Staffing Guidelines Report 2003, pg. 13



## Staffing Based on Call Volume

### Sources of Call Volumes

1. Citizen-Generated calls (CGC) routed to the PSAP including emergency and non-emergency calls for service.
2. Officer-Initiated activities (OIA) for service routed to the PSAP via radio.

Utilize "*Citizen-Generated Calls*" or "*Officer Initiated Activities*" data and follow the steps below.

|                          | Pineville     | ETJ               | Mint Hill     |
|--------------------------|---------------|-------------------|---------------|
| <b>Citizen-Generated</b> | <b>47,483</b> | <b>3,908</b>      | <b>36,632</b> |
| 2018                     | 10,642        | 711               | 8,862         |
| 2019                     | 10,602        | 611               | 8,412         |
| 2020                     | 10,129        | 631               | 8,006         |
| 2021                     | 10,933        | 614 *thru 10/31   | 7,582         |
| 2022 *thru 6/30          | 5,177         | n/a               | 3,770         |
| <b>Officer-Initiated</b> | <b>36,941</b> | <b>12,181</b>     | <b>40,510</b> |
| 2018                     | 10,608        | 791               | 9,989         |
| 2019                     | 10,081        | 663               | 7,972         |
| 2020                     | 5,864         | 5,659             | 6,876         |
| 2021                     | 6,402         | 3,939 *thru 10/31 | 10,856        |
| 2022 *thru 6/30          | 3,986         | n/a               | 4,817         |

**Step 1:** Plot annual call volume over a five-year period (2018-2022 YTD) for the following categories of calls:

- a. Citizen Generated Calls (dedicated 911 lines and those received via public switched telephone lines or administrative lines)
- b. Officer generated actions transmitted over the radio
- c. Both CGC and OIA occurring within the ETJ



**Step 2:** Add Citizen-Generated Call Volume (A) and Officer-Initiated Activities (B) from the Town of Pineville, the new ETJ area, and the Town of Mint Hill to determine the total Annual Call Volume (D).

$$47,483 \text{ (CGC in TOP)} + 3,908 \text{ (CGC in ETJ)} + 36,632 \text{ (CGC in TOMH)} = 88,023 \\ \text{total CGC in service area}$$

$$36,941 \text{ (OIA in TOP)} + 12,181 \text{ (OIA in ETJ)} + 40,510 \text{ (OIA in TOMH)} = 53,132 \\ \text{total OIA in service area}$$

$$88,023 \text{ (total CGC)} + 53,132 \text{ (total OIA)} = 141,155 \text{ (total call volume)}$$

**Step 3:** Divide total call volume (D) by 54 months (E) = average monthly call volume (F).

$$141,155 \text{ (total call volume)} / 54 \text{ months} = 2,613.98$$

**Step 4:** Divide the study months (E) by the average monthly call volume (F) = G (current workload).

$$54 \text{ Months} / 2,613.98 \text{ average monthly call volume} = .02$$

**Step 5:** Multiply the current workload (G) by the Manning Ratio (table below) = I (required staffing per shift)

$$.02 \times 3.06 = .0612 \text{ (6 required staffing per 24-hour period)}$$



*Determine Hours of Work Per Year to be Obtained from Each Call-taker*

|                         |                   |
|-------------------------|-------------------|
| Days in a Year          | 365 (8,760 hours) |
| Weekends                | -104              |
| Vacation                | -10               |
| Sick leave              | -5                |
| Training                | -7                |
| Total Days off Per year | -126              |
| Days Available to Work  | 238               |
| 12-hour workday         | x 12 hrs          |
| Manhours available      | 2,856             |
| Manning Ratio*          | 3.06              |

*\* The Manning Ratio is how many people must be hired to keep one position manned 24/7. It is calculated by dividing the total hours in a year (8,760) by the number of hours a telecommunicator is available to work. For this report is (2,856) for a Manning Ratio of **3.06**.*



## Staffing Based on Comparison with Similar PSAPs

### Jurisdiction population

- If less than 19,000, you will plan with the "Small PSAP" size.
- *If between 19,000 and 100,000, you will plan with the "Medium PSAP" size.*
- If between 100,000 and 140,000, you will plan with the "Large PSAP" size.

Pineville Police Department Communications Center is a primary PSAP and dispatches for the Town of Mint Hill as well. It handles 911 and 7-/10-digit calls and routinely handles non-emergency calls, such as answering for municipal utilities or providing information on municipal services like 3-1-1 calls. Based on this information an adjustment to the call-taker requirement is necessary.

### Data Base Administrator's (DBA) Time Defined<sup>6</sup>

The Data Base Administrator's (DBA) workload depends significantly on the mapping and addressing activity in the jurisdiction and must be adjusted from the base number given.

1. If the jurisdiction has addressed and mapped the area, and the jurisdiction is stable (i.e., no new subdivision and little growth), then the man-hours requirement is minimal. Recommend 0.1 to 0.3 depending on the size of the jurisdiction.
2. If the jurisdiction is growing with much new development and/or a highly mobile population so that address updates are frequent, the work for the DBA is greater. Recommend 0.2 to 0.6 additional personnel.
3. If the jurisdiction is in the addressing and mapping mode, even though contractors are doing that work, there is a significant burden on the jurisdiction to validate addresses for 9-1-1 use. Recommend one to three DBAs, depending on the size of the jurisdiction.

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<sup>6</sup> NENA PSAP Staffing Guidelines Report 2003, pg. 18



|  | <sup>7</sup> Additional Personnel Requirement |            |             |            |
|--|---|------------|-------------|------------|
|  | Task  | Small PSAP | Medium PSAP | Large PSAP |
| <b>Mapping and addressing</b>          |   |            |             |            |
| Stable Community, few changes          | DBA <sup>8</sup>                              | 0          | 0           | 0          |
| Dynamic Community, many changes        | DBA   | .4         | .8          | 1          |
| New mapping and addressing in progress | DBA   | 1.5        | 3           | 4          |
| <b>Calls Accepted</b>                  |   |            |             |            |
| All Calls                              | Dispatcher                                    | 0          | 0           | 0          |
| Municipal Utilities                    | Dispatcher                                    | 1          | 1           | 2          |
| Jurisdiction Official                  | Dispatcher                                    | 2          | 4           | 6          |

## Adjustment for Personnel Requirements

### Calculating Staff for a Medium PSAP: 19-100K Population

| PSAP Size    | Dispatchers | Supervisors | Total     | DBA      | Technical  | Training   | Public Education | Admin      | Total    | Total Staff      |
|--------------|-------------|-------------|-----------|----------|------------|------------|------------------|------------|----------|------------------|
| >19K         | 8           | 2           | 10        | .2       | .25        | .25        | .1               | 1.2        | 2        | 12               |
| DBA Adjust   |             |             |           | .8       |            |            |                  |            |          |                  |
| Calls Adjust |             |             |           |          |            |            |                  | 1          |          |                  |
| <b>Total</b> | <b>8</b>    | <b>2</b>    | <b>10</b> | <b>1</b> | <b>.25</b> | <b>.25</b> | <b>.1</b>        | <b>2.2</b> | <b>2</b> | <b>13.8 (14)</b> |

<sup>7</sup> NENA PSAP Staffing Guidelines Report 2003, pg. 19

<sup>8</sup> DBA – Data Base Administrator’s workload



## **Administrative Support Personnel Staffing Model**

While job descriptions and job expectations for the administrative position are many, there seems to be no clear method of determining how much work is too little or too much work for an administrative assistant. Basically, the metrics for making this determination is the performance level of the person doing the work. If he/she can accomplish his/her workload according to the job expectations, one would assume the workload is adequate. If he/she cannot complete his/her work in accordance with job expectations, the assumption would be that he/she is either not qualified for the position or the workload is too great.

With respect to this position at the Pineville Police Department, below is a list of duties currently being handled by the Administrative Assistant:

- Reading Chief Hudgins' emails
- Managing Chief Hudgins' calendar
- Coordinating and managing meetings
- Take minutes at all weekly staff meetings
- *Act as Agency Training Coordinator*
- *Code all budget expenditures*
- Approve invoices
- Track payments
- Manage accounts payable transactions
- Assist the Community Policing Officers
- Order office supplies
- Process per diem check
- All other duties as assigned

Some tasks listed above are complex and are generally handled at a level beyond of this position. These tasks (italicized above) take considerable time and knowledge to manage. Specifically, the Training Coordinator is a state-mandated requirement for all municipal agencies.

The agency Training Coordinator is responsible for all law enforcement training, managing all mandatory in-service training requirements, and reporting annually to the North Carolina Criminal Justice Education Training & Standards Commission. This annual report includes an assertion that all mandatory in-service training was completed by all sworn officers. Moreover, a similar report is due to the North Carolina Sheriffs Education and Training & Standards Commission for all telecommunicators.



These two annual reports are mandatory and must be completed by December 31<sup>st</sup> each year. Both certifying commissions use the information contained in the report from each respective agency in continuing or suspending an officer's or telecommunicator's law enforcement certification. Inaccurate record keeping and/or reporting could have significant impacts to an officer's career.

While some agencies make the decision to fill this position as a part-time or extra-duty position, most elect to staff this as a full-time position given the complexities and nuances of the duties. The decision for either option is solely at the discretion of the Chief of Police. Considering what additional duties, the person assigned as the Training Coordinator is responsible for and if he/she can handle the duties of this position along with any other duties.

Secondly, are the budget and finance duties being handled by the Administrative Assistant. These too are comprehensive enough in scope that they often are handled by one full-time position, generally at the command level.

The United States Office of Personnel Management Administrative Analysis Grade Evaluation Guide<sup>9</sup> is designed to evaluate staff analytical, planning, and evaluative work involving the administrative and operational aspects of programs and management for the agency. This method can be applied in providing a quantitative method of determining workload for the Senior Administrative Assistant.

The guide evaluates positions for the overall function of the component, the processes and organization of the work conducted, process, goals, and objectives relevant to the position, and planning and evaluative process for future demands. Positions are evaluated on a factor-by-factor basis using descriptions found in the guide. There are nine factors used when analyzing a position. They are:

1. *Knowledge* – the knowledge and skills required for the position.
2. *Supervisory Controls* – the level in which the supervisor assigns projects and sets deadlines for the completion of work.
3. *Guidelines* – consists of standard materials and instruction covering assigned work.
4. *Complexity* – work that involves conflict resolution, interpersonal relationships of a procedural nature rather than substantive work operations.
5. *Score and Effect* – to plan and carry out project to improve the efficiency and productivity of the organization and support activities.

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<sup>9</sup> U. S. Office of Personnel Management, Administrative Analysis Grade Evaluation Guide, TS-98, August 1990



6. *Personal Contacts* – the level of contacts internal or external to the organization.
7. *Purpose of Contacts* – the primary purpose for the reason the personal contacts are necessary.
8. *Physical Demands* – a determination of sedentary or level of physicality.
9. *Work Environment* – an assessment of where the work is primarily completed, or the amount of travel required for the duties assigned.

Based on statements of current duties, the Senior Administrative Assistant is assessed at:

| Factors              | GS-09  | GS-11      | GS-12 | GS-13      |
|----------------------|--------|------------|-------|------------|
| Knowledge            | 1-6    | 1-7        | 1-7   | 1-8        |
| Supervisory Controls | 2-3    | 2-4        | 2-4   | 2-5        |
| Guidelines           | 3-3    | 3-3        | 3-4   | 3-4 or 3-5 |
| Complexity           | 4-3    | 4-4 or 4-5 | 4-5   | 4-5        |
| Scope and Effect     | 5-3    | 5-3 or 5-4 | 5-4   | 5-4 or 5-5 |
| Personal Contacts    | 2 or 3 | 2 or 3     | 3     | 3          |
| Purpose of Contacts  | B or C | B or C     | C     | C          |
| Physical Demands     | 8-1    | 8-1        | 8-1   | 8-2        |
| Work Environment     | 9-1    | 9-1        | 9-1   | 9-9        |

The job level assessment is consistent with current job expectations. However, the amount of work placed on the Senior Administrative Assistant surpasses her capacity to accomplish the work assigned. The NCACP recommends reallocating some of her duties to other personnel within the organization. Another option would be to consider utilizing technology to make the work more efficient and less time consuming.



## Conclusion and Recommendation

Current staffing allocations for the Pineville Police Department are:

- 41 Sworn Officers (including 5 Detectives)
- 10 telecommunicators
- 4 administrative personnel
- 55 total authorized staff

Based on the formulas provided in this report, the Pineville Police Department should be staffed at:

- 52-54 Sworn Officers
- 7 – 9 Detectives
- 12-14 Telecommunicators
- 4-5 Administrative personnel
- **75-82 total staff needed**

This equates to an additional 21-27 employees not currently employed by the Town of Pineville. The addition of the ETJ bring with it 6 funded police officer positions leaving the Town to fund another 15-19 positions with municipal dollars. Understanding the difficulties with funding these positions in any given year, the department and the town ought to agree upon a phased in plan to bring the department up to its evidence-based staffing levels. Planning for future growth at 4% annually, if the town adopted a 5-year phase implementation approach, by year 5, the town would need to fund 16-20 additional positions.

Town and department leaders should use the data provided in this report and make decisions about service verses staffing levels. The department may need to assess service delivery and make decisions on what functions are most important to the community. Technology can play a significant role in minimizing staff time on functions and make employee work more productive and efficient.

In the end, the North Carolina Association of Chiefs of Police stands ready to assist Chief Hudgins with his agency needs to include reorganization to include necessary supervisory positions to maintain adequate span of control, strategic planning, workload analysis implementation.

# Workshop Meeting

## Pineville PLANNING & ZONING

**To:** Town Council  
**From:** Travis Morgan  
**Date:** 11/28/2022  
**Re:** **Rezoning 106 Franklin Street** (*Informational Item*)

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**Background:**

Property owner Darin Morton first inquired about straightening the property line between the two properties he owns at 618 Main and 106 Franklin. Both properties are zoned separately and adjusting property lines would impact zoning boundaries as well.

**Request:**

Property owner Darin Morton owns 618 Main Street and 106 Franklin. 618 is zoned RMX (residential mixed-use) and 106 is zoned R-12 single family residential. Mr. Morton wishes to rezone 106 Franklin to RMX so both properties are zoned the same.

**Staff Comment:**

Staff had requested a survey to confirm location property lines. Survey shows insufficient road right of way for both Franklin and Main Street. With both properties zoned the same the property owner can adjust the property lines as he would like through staff in the future. Staff can support the rezoning as consistent with the area, adopted Town plans, and his use of the existing RMX zoned 618 Main Street address; so long as the proper road right of way is established for existing and future sidewalks. Redevelopment of the properties would require compliance with any zoning ordinance buffers and/or conditional site specific plan that you as Town Council would review.

Existing Main Street property line goes into the vehicular lane. Mr. Morton proposes 16.7 feet dedicated Town right of way (9.6 feet from back of curb) along Main and 6 feet from back of curb along Franklin.

**Planning Board:**

Planning Board voted to recommend the proposal with consideration from the public at the public hearing.

**Procedure:**

Proposal is a rezoning by right or simple rezoning without development plans. Zoning Ordinance seeks Planning Board recommendation for rezonings by right following legislative process. Rezoning requires a public hearing and Town Council vote as well. This is the first opportunity to review the request, ask questions, clarification, or give recommendations.

Office Use Only:

Application #:

Payment Method: Cash  Check  Credit Card  Amount \$ \_\_\_\_\_ Date Paid \_\_\_\_\_

### Zoning Application

Note: Application will not be considered until all required submittal components listed have been completed.

Applicant's Name: T. DARIN MORTON Phone: 704 258 1041  
Applicant's Mailing Address: 618 MAIN ST PINEVILLE NC 28134

#### Property Information:

Property Location: 106 FRANKLIN ST PINEVILLE NC 28134  
Property Owner's Mailing Address: 618 MAIN ST PINEVILLE NC 28134  
Property Owner Name: T. DARIN MORTON Phone: 704 258 1041  
Tax Map and Parcel Number: 20502322 Existing Zoning: R12

#### Which are you applying (Check all that apply):

Rezoning by Right  Conditional Zoning  Conditional Rezoning  Text Amendment

#### Fill out section(s) that apply:

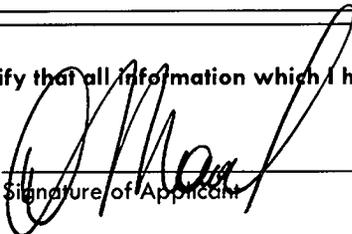
**Rezoning by Right:**  
Proposed Rezoning Designation \_\_\_\_\_

**Conditional Zoning:**  
Proposed Conditional Use \_\_\_\_\_  
Acreage \_\_\_\_\_ Square Feet \_\_\_\_\_ Approximate Height \_\_\_\_\_ # of Rooms \_\_\_\_\_  
Parking Spaces Required \_\_\_\_\_ Parking Spaces Provided \_\_\_\_\_ **\*\*Please Attach Site Specific Conditional Plan**

**Conditional Rezoning:**  
Proposed Conditional Rezoning Designation \_\_\_\_\_

**Text Amendment:**  
Section \_\_\_\_\_ Reason \_\_\_\_\_  
Proposed Text Change (Attach if needed) \_\_\_\_\_

I do hereby certify that all information which I have provided for this application is, to the best of my knowledge, correct.

  
Signature of Applicant

09/15/2022  
Date

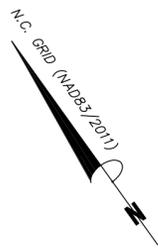
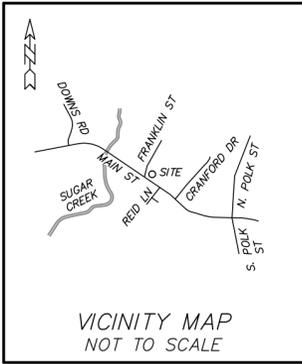
\_\_\_\_\_  
Signature of Property Owner (If not Applicant)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Town Official

\_\_\_\_\_  
Date





THE PURPOSE OF THIS PLAT IS TO DEDICATE TO THE TOWN OF PINEVILLE THE THREE AREAS AS SHOWN.

**SYMBOL LEGEND**

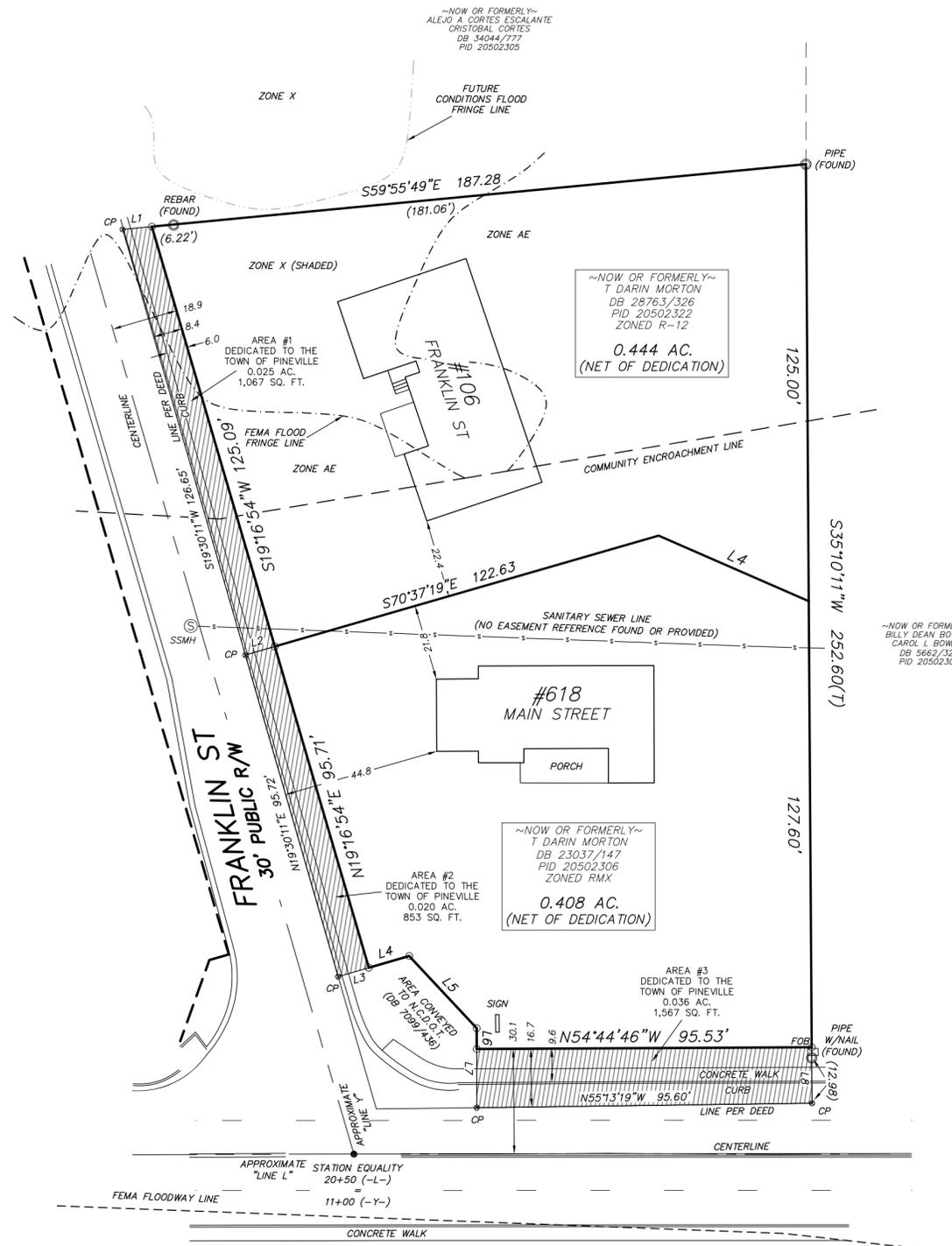
- SET MONUMENT (TYPE INDICATED)
- EXISTING MONUMENT (TYPE INDICATED)
- CP ⊗ CALCULATED POINT

**LINE TYPE LEGEND**

- BOUNDARY LINE
- - - TIE LINE
- RIGHT OF WAY
- - - APPROXIMATE RIGHT OF WAY (NOT SURVEYED)
- - - ADJOINING LINE (NOT SURVEYED)
- x - x - FENCE
- - - STORM DRAIN PIPE
- - - OVERHEAD ELECTRIC
- - - SANITARY SEWER PIPE
- - - FEMA FLOODWAY LINE
- - - COMMUNITY ENCROACHMENT LINE
- - - FEMA FLOOD FRINGE LINE
- - - FUTURE CONDITIONS FLOOD FRINGE LINE

**NOTES:**

1. IRON PINS SET AT ALL CORNERS UNLESS OTHERWISE NOTED.
2. PROPERTY ZONED: AS SHOWN (SETBACKS & ZONING MATTERS ARE SUBJECT TO INTERPRETATION BY LOCAL MUNICIPALITIES)
3. TAX PARCEL NUMBERS AS SHOWN.
4. DEED REFERENCE: DB 23037/147 & DB 28763/326.
5. BOUNDARY SURVEY ONLY THROUGH POINTS AS SHOWN.
6. A PORTION OF THIS PROPERTY IS LOCATED WITHIN AN AREA HAVING A ZONE DESIGNATION AE BY THE FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA), ON FLOOD INSURANCE RATE MAP (FIRM) NO. 3710443900L, WITH A DATE OF IDENTIFICATION OF 9/2/2015.
7. THIS PROPERTY MAY BE SUBJECT TO ADDITIONAL RECORDED OR UNRECORDED EASEMENTS, RIGHTS-OF-WAY, OR RESTRICTIVE COVENANTS, OTHER THAN SHOWN. SURVEY MADE WITHOUT THE BENEFIT OF A TITLE EXAMINATION.
8. AREA COMPUTED BY COORDINATE METHOD.
9. NO NCGS MONUMENT FOUND WITHIN 2000'.
10. UTILITY LOCATIONS SHOWN ARE LOCATED BASED ON SITE CONDITIONS AND MARKINGS AT THE TIME OF SURVEY. CONTRACTORS ARE TO HAVE ALL UTILITIES ACCURATELY MARKED PRIOR TO CONSTRUCTION.
11. ANY CONSTRUCTION OR USE WITHIN ANY DELINEATED FLOOD AREA IS SUBJECT TO THE RESTRICTIONS IMPOSED BY ANY APPLICABLE ORDINANCES OR REGULATIONS.
12. OFFSITE ADJOINER LINES AND RIGHT-OF-WAY LINES SHOWN AS DASHED ARE APPROXIMATE AND ARE FOR ILLUSTRATIVE PURPOSES ONLY.
13. LINES SHOWN REPRESENTING FENCES AND WALLS ARE MEASURED FROM THE APPROXIMATE CENTERLINE AND DO NOT ACCOUNT FOR THE THICKNESS, PLUMBNESS OR MEANDER OF THE FENCE UNLESS OTHERWISE STATED.
14. DISTANCES SHOWN ARE GROUND U.S. SURVEY FEET UNLESS OTHERWISE NOTED.
15. NOT ALL IMPROVEMENTS ARE SHOWN.



REVIEW OFFICER OF MECKLENBURG COUNTY, CERTIFY THAT THE MAP OR PLAT TO WHICH THIS CERTIFICATION IS AFFIXED MEETS ALL STATUTORY REQUIREMENTS FOR RECORDING.

REVIEW OFFICER \_\_\_\_\_ DATE \_\_\_\_\_

I HEREBY CERTIFY THAT THE SUBDIVISION PLAT SHOWN HEREON HAS BEEN FOUND TO BE EXEMPT FROM THE SUBDIVISION REGULATIONS OF THE TOWN OF PINEVILLE, NORTH CAROLINA AND THAT THIS PLAT HAS BEEN APPROVED BY THE TOWN OF PINEVILLE FOR RECORDING IN THE OFFICE OF THE REGISTER OF DEEDS OF MECKLENBURG COUNTY. THE PLAT SHALL BE RECORDED WITHIN NINETY (90) CALENDAR DAYS OF THIS DATE.

PLANNING DIRECTOR \_\_\_\_\_ DATE \_\_\_\_\_

I, THOMAS E. WHITE, CERTIFY THAT THIS PLAT WAS DRAWN UNDER MY SUPERVISION FROM AN ACTUAL SURVEY MADE UNDER MY SUPERVISION (DEED DESCRIPTION RECORDED IN BOOK 28763 PAGE 326 AND BOOK 23037 PAGE 147, ETC.); THAT THE BOUNDARIES NOT SURVEYED ARE CLEARLY INDICATED AS DRAWN FROM INFORMATION FOUND IN BOOK (AS SHOWN) PAGE (AS SHOWN); THAT THE RATIO OF PRECISION AS CALCULATED IS 1:10,000; THAT THIS PLAT WAS PREPARED IN ACCORDANCE WITH G.S. 47-30 AS AMENDED. WITNESS MY ORIGINAL SIGNATURE, LICENSE NUMBER, AND SEAL THIS 11th DAY OF OCTOBER, 2022.

THIS IS TO CERTIFY THAT THIS SURVEY IS OF ANOTHER CATEGORY, SUCH AS THE RECOMBINATION OF EXISTING PARCELS, A COURT ORDERED SURVEY, OR OTHER EXEMPTION OR EXCEPTION TO THE DEFINITION OF SUBDIVISION.

NCPLS #L-4689

I HEREBY CERTIFY THAT I AM THE OWNER OF THE PROPERTY SHOWN AND DESCRIBED HEREON, WHICH IS LOCATED IN THE SUBDIVISION JURISDICTION OF THE TOWN OF PINEVILLE AND THAT I HEREBY ADOPT THIS PLAN OF SUBDIVISION WITH MY FREE CONSENT, ESTABLISH MINIMUM BUILDING SETBACK LINES, AND DEDICATE ALL STREETS, ALLEYS, WALKS, PARKS, AND OTHER SITES, AND EASEMENTS TO PUBLIC OR PRIVATE USE AS NOTED.

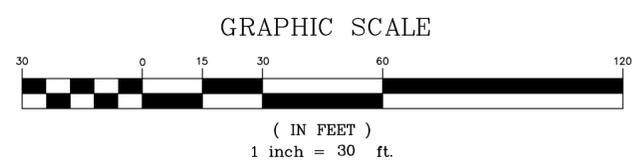
SIGNATURE OF OWNER \_\_\_\_\_

| SCALE:  | DATE    | REVISIONS:     |
|---|---------|----------------|
| 1" = 30'  | 9/28/22 | EASEMENT AREAS |
| PROJECT: 22-0451                                |         |                |
| DRAWN BY: NB                                    |         |                |
| FIELD WORK: MM                                  |         |                |
| SEPTEMBER 1, 2022                               |         |                |
| DWG: CARLSON\2022\BAT\Main St. #618 (Pineville) |         |                |
| COGO: 2022\Main St. #618 (Pineville)            |         |                |

**CAROLINA SURVEYORS, INC.**  
 P.O. BOX 267 PINEVILLE, N.C. 28134 - 0267  
 T: 704.546.1111 F: 704.546.1112  
 www.carolinasureyors.com  
 CERTIFICATE OF AUTHORIZATION N.C.G.-1242 SC:886

A DEDICATION PLAT SHOWING  
**#618 MAIN ST**  
 (NEAR THE INTERSECTION OF FRANKLIN ST)  
 SURVEYED FOR: DARIN T MORTON  
 TOTAL AREA: 0.932 AC.  
 TOWN OF PINEVILLE, MECKLENBURG COUNTY, NORTH CAROLINA

**MAIN ST (N.C. HWY 51)  
 MAINTENANCE WIDTH PUBLIC RIGHT OF WAY**



| LINE | BEARING     | LENGTH |
|------|-------------|--------|
| L1   | S59°55'49"E | 8.38'  |
| L2   | S70°37'19"E | 8.72'  |
| L3   | N70°43'06"W | 9.09'  |
| L4   | N70°43'06"W | 12.00' |
| L5   | N07°23'25"W | 28.23' |
| L6   | N35°31'10"E | 5.94'  |
| L7   | N35°31'10"E | 16.79' |
| L8   | S35°10'11"W | 16.00' |

# Memorandum



**To:** Mayor and Town Council  
**From:** Ryan Spitzer  
**Date:** 11/22/2022  
**Re:** **New Fire Department Building Funding**

---

## **Overview:**

Council agreed to continue the discussion on funding of the new Fire Station until this Work Session Meeting. If Council would like to keep the current design and footprint of the proposed Fire Station, Town staff is recommending that Council agrees to a debt payment of no more than \$14.5M and to pay for the Architect and Construction Manager out of the General Fund and/or Fund Balance. These payments for the Architect and Construction Manager will be over a couple of years, so the anticipated costs can either be budgeted during those years, or at the beginning of the project.

## **Past Information:**

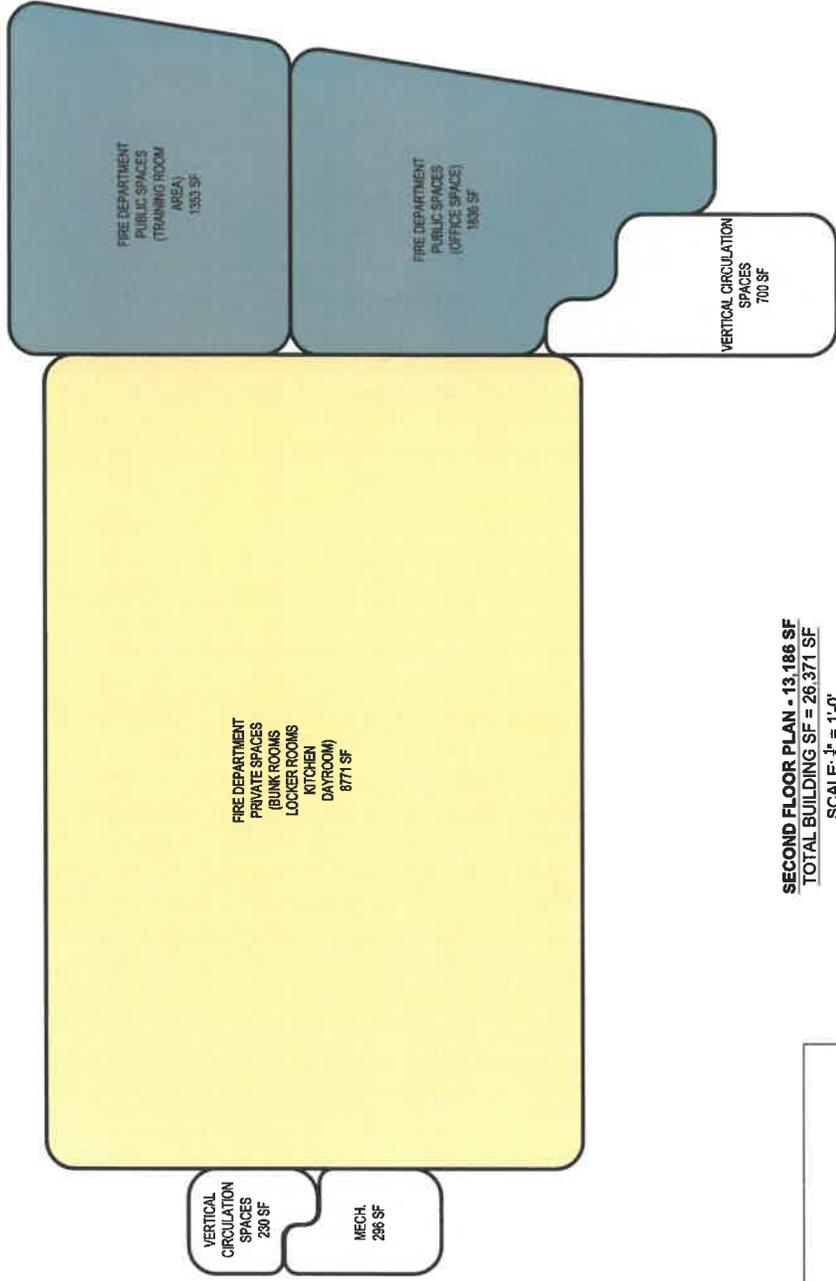
At the October Work Session Finance Director Christopher Tucker presented Council with the Financial Modeling for the debt load of a new Fire Department. We will continue the conversation. In order to keep the project on the current schedule of finishing in Spring of 2025, Council will need to make a decision of how much they would like to spend on this project. Funding can be strictly debt, or a combination of debt and cash from reserves.

When the Fire Department initially met with the Architects to provide all of their wants, the initial square footage was 21,856 programmed and 6,246 for circulation/walls/mechanical for a total of 28,102. We then met again to decrease the square footage, which brought the programmed square footage to 20,620 and the circulation/walls/mechanical square footage to 5,751 for a total of 26,371.

Currently costs for a building like this is between \$500 and \$600 a square foot. That means for the current design the building will cost between \$13,185,500 and \$15,822,600. We have been using an estimation of \$550 because the bays will cost less to construct than the living and administration space. The Architects and Construction Management will cost about \$2 million.

## **Attachments:**

Sketch of Fire Department (2)  
Preliminary Site Plan of Fire Department  
Square feet Calculations



**SECOND FLOOR PLAN - 13,186 SF**  
**TOTAL BUILDING SF = 26,371 SF**  
 SCALE: 3/8" = 1'-0"

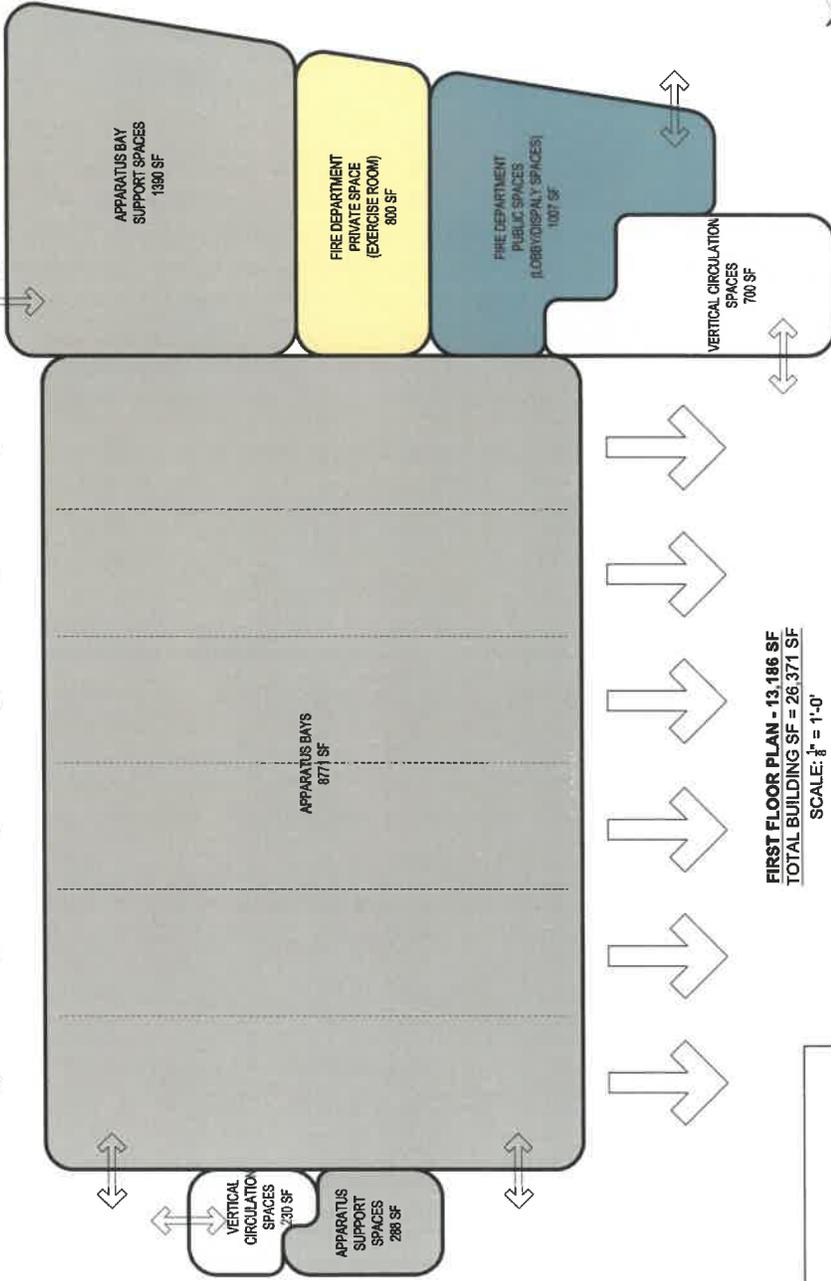
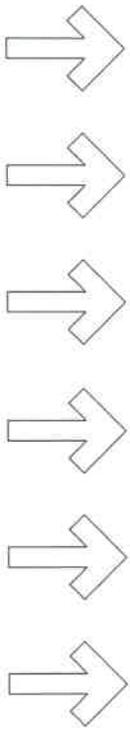
**LEGEND:**

- PUBLIC
- PRIVATE
- APPARATUS AND SUPPORT
- MECHANICAL AND CIRCULATION

0 4' 8' 16'  
 SCALE: 1/8" = 1'-0"



- Bay 1: Engine @ 33'
- Bay 2: Engine @ 33'
- Bay 3: Engine @ 33'
- Bay 4: Heavy Rescue Squad @ 40', ATV @ 16' (R)
- Bay 5: Ladder @ 45'
- Bay 6: F550 @ 20', Pick-up truck @ 20' (R), Wash/Maintenance Bay



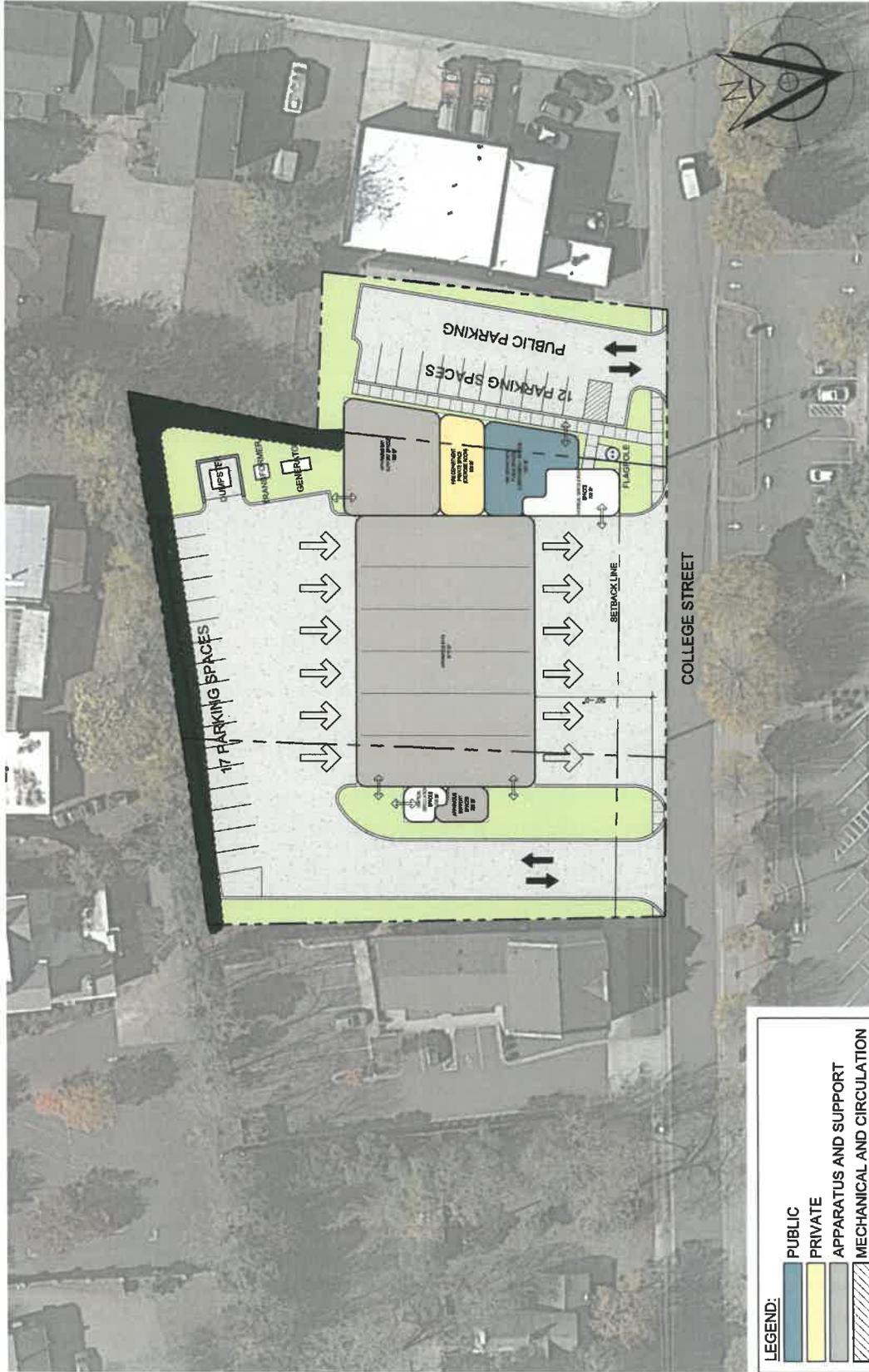
**LEGEND:**

- PUBLIC
- PRIVATE
- APPARATUS AND SUPPORT
- MECHANICAL AND CIRCULATION



**FIRST FLOOR PLAN - 13,186 SF**  
**TOTAL BUILDING SF = 26,371 SF**  
**SCALE: 1/8" = 1'-0"**





**LEGEND:**

- PUBLIC
- PRIVATE
- APPARATUS AND SUPPORT
- MECHANICAL AND CIRCULATION

0 10' 20' 40'  
SCALE: 1" = 20'

PRELIMINARY SITE PLAN

NEW PINEVILLE FIRE DEPARTMENT HEADQUARTERS  
PINEVILLE, NC

Schematic Design Drawings  
DATE: 12/10/18

Stewart Cooper Newell  
Architect

rev  
08.02.22 08.19.22

|   |              |              |
|---|--------------|--------------|
| <b>Total Net Square Feet</b>                                | 21856        | 20620        |
| Mechanical / Circulation - 40% not Including Apparatus Bays | 5414         | 4919         |
| Grossing Factor Bays Only - 10%                             | 832          | 832          |
| <b>Total Gross Square Feet</b>                              | <b>28102</b> | <b>26371</b> |

# Memorandum



**To:** Mayor and Town Council  
**From:** Ryan Spitzer  
**Date:** 11/22/2022  
**Re:** Thrower Easement Acquisition

---

## **Overview:**

Town Council authorized the Town Manager to offer Mr. Thrower \$10,000 for the easements necessary for the storm water project. Mr. Thrower did not accept the \$10,000. Since he did not accept the offer, the attorney is requesting Town Council adopt the attached Resolution so a letter can be sent to Mr. Thrower. The appraiser has already been procured and is awaiting the letter to be delivered so they can go on Mr. Thrower's property.

## **Historical Information**

The Town needs to acquire an easement from Mr. Thrower for the Lynnwood/Lakeview stormwater project. Mr. Thrower has stated that he would not give the Town this easement. When the land acquisition costs were provided to Council at the beginning of the project, Mr. Thrower's easement was valued at \$7,868.

Town Council instructed staff to offer Mr. Thrower money for the easement along with the below:

1. We will pay him \$2,500 (told Chip we could go up to \$5,000)
2. We will give him at least 48 hours' notice before coming on to property
3. The town will replace or repair anything that has to be removed or moved within the easement unless prohibited in the agreement (permanent structures)
4. Ask him if he would need any other assurances

When Mr. Thrower was presented with this he came back with the following:

1. The town pay for the purchase of the easement shown in the exhibit for \$49,629.23. He will allow the use of the temporary easement for the length of construction.
2. The town pay for cutting / removal of three trees in his front yard.
3. The town pay for adding curb along the entire length of his property.

4. The town replace the fencing as needed after construction on the left side of his property giving him access to the rear of his property.

I don't think the Town can come to an agreement with Mr. Thrower, and this property is necessary for the stormwater system to act properly in this area. The Town does have the option to begin the condemnation process.

If condemnation is pursued, an appraiser will need to be hired, costing approximately \$2,500. However, the appraised value will probably be less than what the town valued the property at because Mr. Thrower could still use the property. The Town would also have to pay attorney fees for the condemnation process. For the attorney to file all of the paperwork this could be between \$5,000-\$7,000. If the property owner files an "answer" to the condemnation action and it goes to trial, additional fees could be \$5,000-\$40,000. On top of the attorney and trial fees, the Town would have to pay Mr. Thrower the court determined value of the property.

#### Condemnation Process:

- Once the appraisal is received, the Town will need to get Council authority to condemn.
- Town then needs to send out a 30 day "Notice of Intent to Condemn Letter".
- A title search also needs to be conducted to determine parties with an interest in the property (such as lenders or other lien holders).
- After 30 days, a condemnation action can be filed with the Court.
- The appraised value amount has to be deposited with the Clerk's Office at the time the condemnation action is filed with the Court.
- Once the action is filed and the Deposit made, title to the easement passes to the Town and the Town can commence construction work.
- The property owner can withdraw the Deposit and still make a claim for additional compensation by filing an Answer to the condemnation action.
- The property owner has 120 days to do so.
- If the property owner does not answer, a final judgment will be entered ending the case.
- If the property owner answers, the case moves on to mediation and eventually trial.
- Settlement negotiations can occur at any time.

The Town also has the option to offer Mr. Thrower more money now and tell him that if he does not accept it this time, we will initiate condemnation.

#### **Attachments:**

Resolution Authorizing Condemnation.

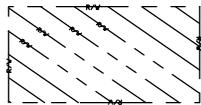
THIS IS TO CERTIFY THAT THIS EXHIBIT WAS PREPARED UNDER MY SUPERVISION AND THAT THE EXHIBIT WAS PREPARED FOR THE PURPOSE OF ACQUISITION OF EASEMENTS AND RIGHT OF WAY ONLY, AND IS NOT INTENDED TO BE A BOUNDARY SURVEY OF PROPERTY SHOWN.

Item 4.

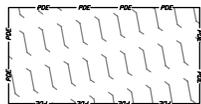
DATE OF EXHIBIT NOVEMBER 16, 2022

SIGNED \_\_\_\_\_  
PROFESSIONAL LAND SURVEYOR

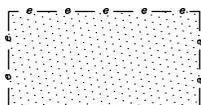
| LINE | BEARING     | LENGTH |
|------|-------------|--------|
| L1   | N28°07'27"W | 26.17  |
| L2   | N76°40'31"W | 4.50   |
| L3   | N28°30'32"W | 117.91 |
| L4   | S62°01'59"W | 195.82 |
| L5   | N28°07'27"W | 20.00  |
| L6   | N61°52'33"E | 11.76  |
| L7   | N61°52'33"E | 18.24  |
| L8   | N28°07'27"W | 154.29 |
| L9   | N61°52'33"E | 36.49  |
| L10  | N27°57'44"W | 21.08  |
| L11  | N62°02'16"E | 154.30 |
| L12  | S29°04'00"E | 107.31 |
| L13  | N67°14'27"E | 3.76   |
| L14  | S27°05'21"E | 11.52  |
| L15  | S51°20'34"E | 9.70   |
| L16  | N28°07'42"W | 12.18  |
| L17  | N28°06'33"W | 140.96 |
| L18  | S62°00'30"W | 200.02 |
| L19  | S62°00'30"W | 18.25  |
| L20  | S62°00'30"W | 11.75  |
| L21  | S28°07'27"E | 200.53 |
| L22  | N28°53'51"W | 8.75   |
| L23  | N28°58'34"W | 13.80  |
| L24  | N26°48'51"W | 16.30  |
| L25  | N28°37'31"W | 40.31  |
| L26  | N28°05'46"W | 45.67  |
| L27  | N27°40'19"W | 45.09  |
| L28  | N28°17'06"W | 30.59  |



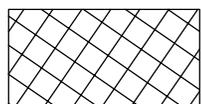
AREA OUTSIDE OF EXISTING MAINTAINED RIGHT OF WAY  
3,630 sq.ft.  
0.083 ac.



STORM DRAIN EASEMENT  
4,459 sq.ft.  
0.102 ac.

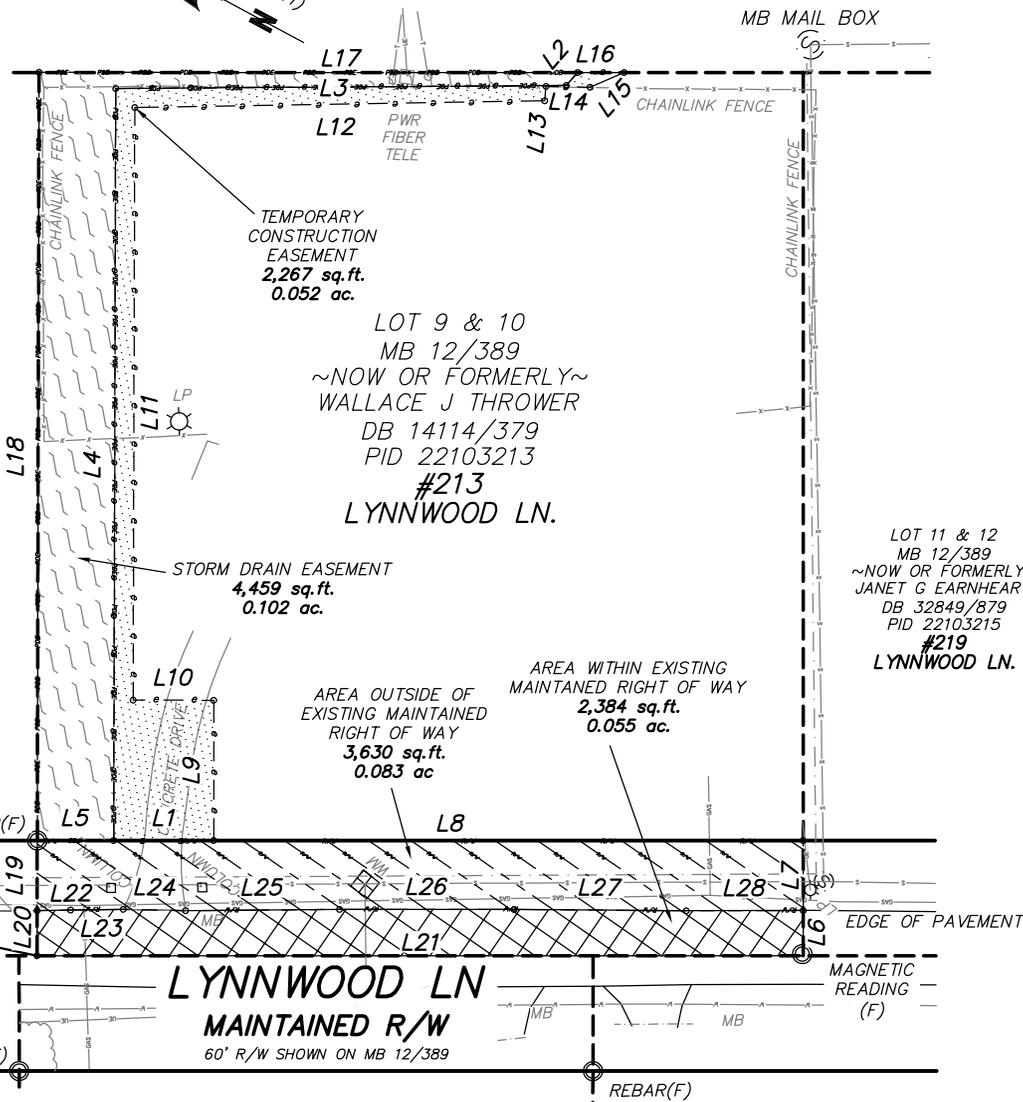
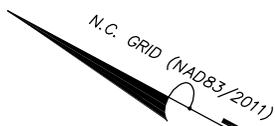


TEMPORARY CONSTRUCTION EASEMENT  
2,267 sq.ft.  
0.052 ac.



AREA WITHIN EXISTING MAINTAINED RIGHT OF WAY  
2,384 sq.ft.  
0.055 ac.

- BOUNDARY LINE
- - - TIE LINE
- RIGHT OF WAY
- x-x-x- FENCE
- - - - - STORM DRAIN PIPE
- - - - - OVERHEAD ELECTRIC
- - - - - SANITARY SEWER PIPE
- UE-UE- UNDERGROUND ELECTRIC
- GAS- UNDERGROUND GAS
- T-T- UNDERGROUND TELECOM.
- V-V- UNDERGROUND WATER
- (F) FOUND
- MB MAIL BOX



Know what's below.  
Call before you dig.

LOT 8  
MB 12/389  
~NOW OR FORMERLY~  
MATTHEW V &  
JENNIFER C HONAKER  
DB 26384/367  
PID 22103212  
#201  
LYNNWOOD LN.

N.G.S. MONUMENT  
"M 097"  
(LANDMARK TIE)



NOTES:

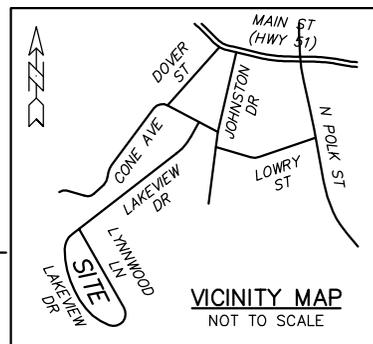
- EASEMENT AND RIGHT OF WAY PURPOSES ONLY; NOT A COMPLETE BOUNDARY SURVEY; NOT ALL IMPROVEMENTS ARE SHOWN.
- THIS PROPERTY MAY BE SUBJECT TO ADDITIONAL RECORDED OR UNRECORDED EASEMENTS, SETBACKS, BUFFERS, RIGHTS-OF-WAY, IMPERVIOUS AREAS RESTRICTIONS AND/OR RESTRICTIVE COVENANTS, OTHER THAN SHOWN.
- EASEMENT EXHIBIT MADE WITHOUT THE BENEFIT OF A TITLE EXAMINATION.
- THIS MAY NOT BE A CERTIFIED SURVEY AND HAS NOT BEEN REVIEWED BY A LOCAL GOVERNMENT AGENCY FOR COMPLIANCE WITH ANY APPLICABLE LAND REDEVELOPMENT REGULATIONS & HAS NOT BEEN REVIEWED FOR COMPLIANCE WITH RECORDING REQUIREMENTS FOR MAPS

EASEMENT & RIGHT OF WAY EXHIBIT

for  
WALLACE J THROWER  
#213 LYNNWOOD LN.

TOWN OF PINEVILLE, MECKLENBURG COUNTY, NORTH CAROLINA

TOWN OF PINEVILLE



CAROLINA SURVEYORS, INC  
P.O. BOX 267  
PINEVILLE, N.C. 28134  
(704) 889-7601  
FAX: (704) 889-7614  
CERTIFICATE OF AUTHORIZATION  
NC-C-1242 SC: 886



SURVEYED FOR \_\_\_\_\_  
MAP RECORDED IN BOOK 12 AT PAGE 389 DEED RECORDED BOOK \_\_\_\_\_ PAGE \_\_\_\_\_  
DRAWN BY TW FIELD WORK RN FIELD BOOK # \_\_\_\_\_

2019\BAT\LYNNWOOD & L  
2019\LYNNWOOD & LAK  
PROJECT: 19-0440

**RESOLUTION NO. 2022-11  
A RESOLUTION AUTHORIZING CONDEMNATION  
TO ACQUIRE CERTAIN PROPERTY**

**WHEREAS**, the Council of the Town of Pineville hereby determines that it is necessary and in the public interest to acquire certain property for the following public purpose:

To protect the public health, to provide the public with an adequate and sound storm water system, and to improve such system to meet the need for expanded or upgraded services, the Town of Pineville is condemning the herein described property interest, specifically, to construct, maintain and access the Lynnwood and Lakeview Storm water project, including the road infrastructure and necessary right-of-way.

**WHEREAS**, the proper officials or representatives of the Town of Pineville have been unable to acquire the needed interest in this property by negotiated conveyance;

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE TOWN OF PINEVILLE, THAT:**

1. The Town of Pineville shall acquire by condemnation, for the purposes stated above, the property and fee simple interest in a certain tract described as follows:

Amount necessary for the Storm Water Project on Lakeview Drive and Lynnwood Lane estimated to be **3,630 sq. ft. (.083ac) in New Right of Way Acquisition, 4,459 sq. ft. (.102) in Storm Drain Easement, 2,267 sq. ft. (.052 ac) in Temporary Construction Easement, and 2,384 sq. ft. (.055ac) in Maintained Right of Way Acquisition** and any additional property or interest as the Town may determine to complete the Storm Water Project as it relates to **Tax Parcel No. 22103213**; said property currently owned by **Wallace J. Thrower** and or their owners' successors in interest.

2. The attorneys representing the Town of Pineville are directed to institute the necessary proceedings under NCGS Section 40A-1, et, seq. as authorized by NCGS Section 40A-3(b)(4) and/or other appropriate statutory provisions and local acts to acquire the property herein described.

Adopted on this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

By: \_\_\_\_\_  
John Edwards, Mayor

ATTEST: \_\_\_\_\_  
Lisa Snyder, Town Clerk

SEAL